

# Outreach for Mission Sustainability: Working to Balance Military and Civilian Community Needs



A US-South Africa  
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Dear Reader,

This primer suggests one way to address the interrelationships among military needs, socio-economic development, and environmental protection. The ability to ensure adequate area to meet military training and testing requirements is increasingly encroached upon by competing land, sea, and air uses such as population growth, transportation corridors, energy development and transmission, threatened and endangered species, and wildlife corridors. At the same time, the civilian community is encroached on by the increasing requirements of military training. An outreach program that brings together a full range of stakeholders can be an effective way to develop win-win solutions for all interested parties and help ensure mission sustainability.

We developed this primer under the auspices of the US-South Africa Defense Committee as a follow-on to a comprehensive guidebook on Outreach for Mission Sustainability, which is targeted primarily at the military user. (This guidebook is available at [www.denix.osd.mil](http://www.denix.osd.mil) under the References section of the International toolbar.) As the co-chairs of the Environmental Security Working Group in the Defense Committee, we have seen first-hand the benefits of our cooperative initiatives in strengthening our mutual understanding and serving as a model for other nations to jointly address common interests and identify solutions to problems, such as encroachment.

We hope that this primer will be useful to military communities and their civilian neighbors throughout the world who recognize the importance of and connection between sustainable development and compatible land use, especially as it concerns the military mission.

Sincerely,



Curtis M. Bowling



Brig Gen G. Mngadi

Co-Chairs, US-South Africa Environmental Security Working Group

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# INTRODUCTION

This primer is meant to enhance, at a quick glance, military and civilian understanding about the impact that encroachment pressures can have on military training and overall mission sustainability. It also offers a template for the military to develop an outreach program, which brings together all the people that care about an issue or are affected by it. These “stakeholders” can include representatives from the military, local community, other parts of the government (whether national, regional, or local), non-governmental organizations (NGOs), and any other interested parties who need to participate in decision processes leading to mutually acceptable solutions. We also highlight some of the benefits that a successful outreach program can offer.

## WHAT IS MISSION SUSTAINABILITY AND WHY IS IT IMPORTANT?

Historically, many nations’ armed forces established military installations on lands that were not in high demand for other uses by their surrounding civilian population. This allowed the military to meet its mission requirements of training its armed forces and testing its weapons systems with minimal impact on (and minimal conflict with) its surrounding civilian population. As populations have grown worldwide, so too have the “conflicts” between the armed forces and civilian populations, thereby creating greater challenges for a nation’s military to sustain its mission readiness.

Ensuring defense capability and the protection of military personnel requires rigorous, real-life training. “*TRAIN AS WE FIGHT*” is not just a phrase. It represents the absolute necessity for realistic training, which inherently requires access to areas and environments that closely resemble the locations where service members may face combat, complex military situations, or engagement.

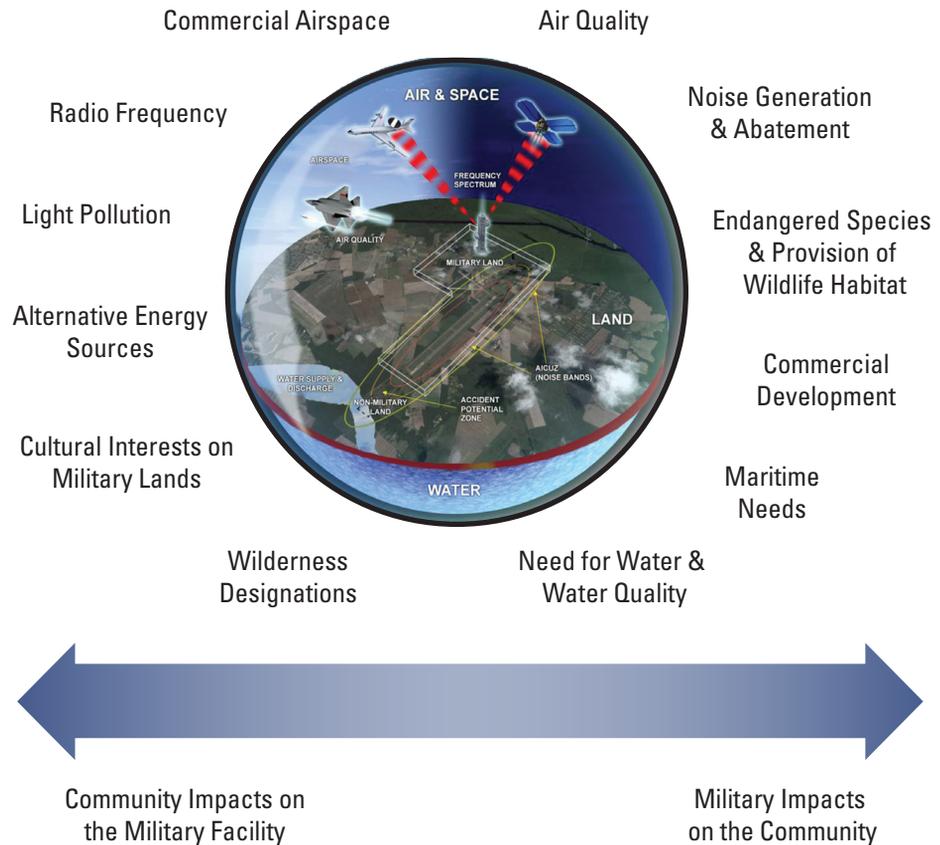


Commanders today are increasingly required to choose between being a good neighbor and meeting training and testing requirements. Urban sprawl, the presence of historic and cultural resources, and the distribution of threatened and endangered species are just a few factors that can result in training restrictions which affect mission preparedness. Some of the adjustments the military makes to accommodate these concerns—*e.g.*, not flying at night, restricting the use of pyrotechnics during combat training exercises, and traveling to more distant locations to train—undermine the principle of “train as you fight,” and can also increase costs and even

*Encroachment is the real or perceived conflict between the reasonable spatial requirements for mission sustainability and various economic, socio-political or environmental imperatives.*

*Mission Sustainability means meeting current and future mission requirements—in the air, on land, and at sea—while concurrently safeguarding human health, quality of life, and the natural environment.*

*The civilian community impacts the military just as the military affects the civilian community.*



**Result: Reduced Flexibility for the Military and the Community**

result in cancellations of needed operations. The cumulative impact of uncontrolled development and/or incompatible uses of land, air, water, and other resources can seriously hamper—encroach on—the military’s ability to carry out its testing and training missions.

In turn, the military’s own activities within its installations often affect stakeholders outside the installation. For example, noise, dust, and smoke from weapons, vehicles, and aircraft prompt citizen complaints about military training. In some cases, encroachment effects can go both ways. For example, in water stressed areas, the community’s water demand can result in limits on the military base’s water supply, just as the base’s water demand can impact the community’s water supply. Thus, dealing with encroachment challenges becomes a two-way issue. This figure shows some examples of this two-way effect.

Having an outreach program can inform decision processes by better forecasting what the community is planning and articulating what the military needs now and in the future.

## HOW CAN OUTREACH HELP?

Outreach is an on-going two-way relationship in which the military engages with a range of stakeholders. One element of outreach involves military organizations and personnel formally, informally, and routinely working with a wide range of key external stakeholder organizations about specific issues. The other key element aims to improve public support for the military and to increase public awareness about the military's training requirements and environmental stewardship. Everyone who works at an installation has the potential to contribute to outreach efforts. This proactive communication can help avoid overreacting to challenges and offer a framework for solving problems collaboratively when they do arise.

### *Factors outside Military Control*

Most encroachment issues arise outside the fence lines of a military installation. Military installations have deliberately been located outside metropolitan areas and even in rural areas. Today, however, many of these areas fall within the most important corridors for urban development. One of the greatest challenges therefore lies with land use planning and managing community growth, which are typically the responsibility of local and regional governments. The military has not traditionally been involved in these processes. To be effective, land use decisions must carefully balance competing (sometimes conflicting) interests and rights of property owners and developers with citizen concerns, military requirements, and the long-term future of the community and region. One common concern is that, as populations grow and move closer to military installations, and as more modern military equipment is put into use, citizens complain more about the negative impacts of military training on their daily lives.

*Poorly informed land use planning can have a major encroachment impact on the military.*



*The two photographs are of Waterkloof Air Force Base in Pretoria, South Africa in the 1950s and in the 1990s and highlight how close the neighboring community has moved to the base's perimeter.*

The military thus must find a way to engage. With or without this input, others that are competing for the same resources needed by the military are no doubt fully prepared and already participating in the decision processes. They include other government agencies, industries, trade associations, civil activists, and NGOs. Through the military's direct engagement, the other players will gain a better understanding of military requirements and the possible—sometimes inadvertent—impacts their decisions can have on the military. It can otherwise be very confusing for other stakeholders to know with whom and how to engage the military.

## ***Outreach Gets the Military to the Table***

In order for the military to fulfill its responsibility of preparing its uniformed men and women to defend a nation's security, the military must work proactively with appropriate stakeholders, engaging all those that affect land use decisions. An outreach program is a key way to get the military a seat at the table early on in relevant decision processes.

Through cooperative partnerships and consistent, transparent—both formal and informal—two-way communication, relationships will develop that lead to more collaborative, mutually beneficial decision processes. Furthermore, the more you conduct outreach, the more you find out about what is going on outside the military base, and the more quickly you can engage in productive discussions—with the right players, in the right place, at the right time—to achieve win-win solutions. It will also lead to better awareness and sensitivity on the part of the stakeholders regarding how their actions may affect the military's ability to operate. *Partnering* is the key word—the military is not working for the community nor is the community working for the military. Rather, both parties are working together toward mutually beneficial sustainability.

Land trusts, the agricultural community, and conservation organizations (e.g., The Nature Conservancy or the African Wildlife Foundation) can leverage their respective interests in open space conservation areas and preservation of working lands. Both are highly compatible contiguous land-use arrangements for the military.

*Partnering helps identify win-win solutions.*

*These maps show increased urban encroachment pressures on the area around Camp Pendleton in California from 1940 to 1990.*

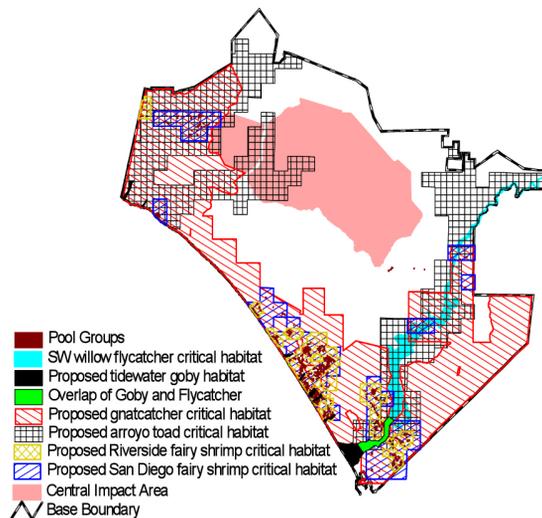


Protecting wildlife corridors, farm, forest, and ranch lands near military bases and operating areas can help sustain the military's ability to test and train by buffering these activities from residential or commercial neighbors and by providing habitats for endangered species.

As the illustrations show, growth patterns and other encroachment effects often occur on a regional, landscape scale that transcends jurisdictional boundaries (e.g., species and ecosystems do not obey borders). Thus, it is important that military engagement take place not just local to an installation, but also at regional and national levels. Engagement at the regional and national levels may help to drive centralized policies

(e.g., tax incentives for the preservation of open space, creation of grants to purchase development rights, or requiring planning authorities to consult the military regarding land use activities outside a military installation) and national-level land use coordination protocols.

The Commander of an installation is the most important and influential person in creating and maintaining cooperation between the base and its surrounding community. S/he must set the example of being proactive and positive in these relationships. But broader success is only possible if the military is organized around its engagement strategies with responsibility being shared among an interdisciplinary team of base staff, as well as designated outreach specialists at the regional and national levels.

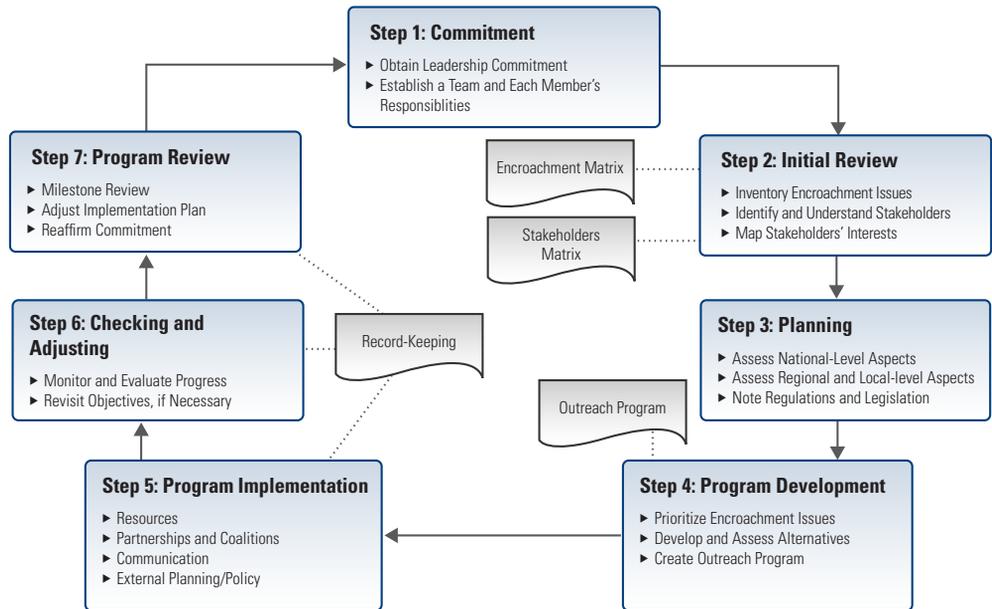


*The graphic depicts restrictions on the use of this base because of habitat designations.*

*Leadership is important, as is an interdisciplinary team.*

# BUILDING AN OUTREACH PROGRAM FOR MISSION SUSTAINABILITY STEP BY STEP

This chart depicts each step in the process for creating an outreach program. The chart is followed by a more detailed description of each of the steps.



## Step 1: Commitment

**Leadership Commitment.** In order to find ways to partner with those outside the military, the military leadership must make a clear statement that these issues are critical to the readiness of the force and that finding new ways of working with outside partners is a priority for the command. Ideally, this message is issued at the headquarters level (of the DoD and the individual Services) as well as by the base commander. At the headquarters level, the guidance should not be too prescriptive; each base must have the flexibility to implement the concept of outreach according to its specific situation. In order to achieve leadership buy-in to new processes, a base must define its problem statement in a way that clearly identifies the issues at hand, how they can have a negative effect on the mission of the installation or range, and how the problems might be solved.

**Establish a Team and its Responsibilities.** To determine the issues, consequences and possible solutions, it is important to bring together a comprehensive team at the installation in order to identify encroachment pressures and associated stakeholders, as well as potential solutions to the issues. This team—which can be called a

*The mission sustainability team should include a wide range of expertise.*

Mission Sustainability Team (MST)—should be an interdisciplinary, cross-functional committee to include, at a minimum:

- Liaison officer
- Operational staff (which will include an air-space manager)
- Legal counsel
- Public affairs personnel
- Logistics staff
- Installation (base) planner
- Environmental officer

It is essential that the leader of the MST—ideally the Liaison Officer (LO)—have the authority to report directly to the commander and to speak on behalf of that commander when interacting with external stakeholders.

Training for the MST members who will interact with external stakeholders is essential in order to maximize the team's effectiveness. Knowing how to use “civilian” language when describing military operations and requirements, and being able to make a presentation to a group of partners in an interesting and convincing way can be a challenge because the military often has a way of speaking its own language.

**Liaison Officer.** The role of the LO is to understand what the community is planning to do, how decisions are made, and to coordinate between the community and the military facility. It will not always be possible for each installation to have an LO of its own focused solely on outreach activities, but there should always be a sole point of contact for these issues. The skill set for this position is not necessarily found in the normal military personnel system. The LO needs to understand:

- How local, regional and national governments work and how the decision processes work at each of these levels
- The nature of the military mission and its impact on the community
- The effects of diverse external encroachment pressures on the military mission
- How to find opinion-leaders that can work with the military installation to solve encroachment problems
- Methods of forming stakeholder coalitions that can make good planning decisions which consider the military's needs

Because this effort is very much about building relationships, this person should, ideally, be stationed at the installation for the long term in order to ensure maximum continuity. The importance of this continuity for relationships cannot, in fact, be overstated. The other stakeholders will know who to contact and that this person speaks with authority.

## ***Step 2: Initial Review***

**What are the Encroachment Issues?** The first thing the MST must do is to inventory the encroachment factors that need to be addressed and what their impacts might be. Such an inventory should, to the extent possible, look not only to the current situation but also to potential future plans and the impacts those plans could have on neighboring communities and competing demands. It is important for this review to think about the four-dimensional aspects of any factor (to include time). The following are a few examples of encroachment factors that are grouped by local, regional, or national interest:

- **Local issues:** Urban sprawl; noise restrictions limiting training opportunities; light pollution that interferes with night training; management of endangered species and critical habitat
- **Regional issues:** Airspace access; wildlife corridors; energy transmission
- **National issues:** Endangered species listings or critical habitat designations; mineral and resource extraction policies; increasing emphasis on alternative energy development

**Who are the Stakeholders? Map Their Interests.** The next effort involves identifying and understanding those other organizations that can become partners in solving the encroachment issues. It's not just about finding out who the stakeholders are, but also about how they function, how they make decisions, what their motivations are, and what they want. It can be very difficult to identify and access the stakeholders who will actually make the decisions. Oftentimes, it is just as important to know who the "opinion leaders" are that influence the decisions. These are the stakeholders with whom to engage. To keep track of the information obtained, create a matrix for each encroachment threat, making sure to identify common issues and the overlapping areas on which to engage, as outlined in the box below. This is a working document that will be revised and updated as new information becomes available.

This process is a labor-intensive one, but it will form the basis for the entire outreach program. There are several ways to identify potential stakeholders, opinion leaders, and decision-makers, such as talking with the local government leadership, reading past newspaper reports on the subject, attending conferences and community meetings, etc.

- **Encroachment Threat**—describe the issue and the potential impact on mission capability/sustainability
- **Stakeholders**—list affected military and other stakeholders and points of contact for each
- **Opinion Leader(s)**—identify people who are likely to influence the decision maker and affect the outcome
- **Decision Maker(s)**—identify the person or entity that makes the decision on the outcome
- **Means of Engagement**—describe communication method such as written correspondence, conference call, in-person meeting
- **Decision Timelines and Milestones**—list short-, medium- and long-term milestones and when events or decisions will occur
- **Desired Outcome and Ultimate Results**—indicate what you hope to have happen and, once the process reaches a specific milestone, return to the matrix to note the result: what did the military gain or lose?

*Track stakeholders, common and overlapping issues, and desired outcomes using a matrix. An example matrix is available in the guidebook at [www.denix.osd.mil](http://www.denix.osd.mil) under the References section of the International toolbar.*



*As part of its outreach program with the local community, representatives from Waterkloof AFB in Pretoria, South Africa visit with students from a local school.*

### ***Step 3: Planning***

Inputs from national-level documents as well as inputs and assessments from the regional and local levels should be considered in shaping the outreach program.

**National Level.** National security shapes the security framework to determine, among other things, the role, functions, posture and doctrine of a statutory force. This has a direct impact on force structure, force design, and funding. While this stance would largely determine the location of a particular military capability, the military mandate would not always prevail over civil requirements for development. Ideally, national strategies for sustainable development outlining social, economic, and ecosystem targets and objectives are underpinned by systems of governance at respective levels. The national premium on sustainable development targets and objectives would decide the precedence of national military priorities. Military concerns at a local level should therefore be brought into context with sustainable development initiatives entrusted to local authorities.

**Regional and Local Level.** A uniform, effective and integrated regulatory framework for land use and land use management must be visible at regional and local levels. A governing body—through national, regional or local legislation—endeavors to administer the use or development of land. Perhaps the most difficult part of combating encroachment on land being used by the military is the military's ability to clearly define its current and, more importantly, its future requirements. As new weapons systems come on board, the requirements for space often change—but development in the region can make it very difficult to accommodate these new spatial requirements. The result can be increased tension among the military, the local government, and the affected community. When supporting military requirements, it is important for the outreach program to consider the training and testing needs, three-dimensional spatial planning, and local community priorities.

**Master Planning.** A master plan is a comprehensive document that identifies the military's planning, land requirements, development and management of resources, programs and infrastructure needs. It can be used to guide the decision making process for a military facility over 5 to 10 years. The master plan is the culmination of a wide range of information composed of that which exists and future plans. To understand the testing and training requirements inside the installation, good communication between the operators and those who have responsibility for the facilities is vital. An understanding of these requirements outside the installation are admittedly more complex, as issues such as noise contours, airspace, and troop movement corridors can be many kilometers from the installation. The master plan allows the leadership to make both short-term and long-range decisions based on the best available information. Base master planning should take community development into account by means of community involvement and interaction. In order to maintain mission sustainability and ensure sound community relations, it is important that municipal authorities also take note of military land uses within their town planning schemes and zoning plans.

## ***Step 4: Program Development***

The ultimate product of the fourth step is the creation of the outreach program, using inputs from all the previous steps as well as prioritizing the encroachment challenges that have been identified and assessing potential solutions to them.

**Prioritize encroachment issues.** Some encroachment issues may be overcome quickly by day-to-day communication efforts or by addressing them through existing partnerships. Others may require long-term and extensive and/or intensive engagement. For instance, a specific military encroachment factor may start as a low priority but turn into a high-risk issue in the long term, as in the case of urban sprawl. Growing water scarcity, as another example, might not be an imminent threat but is clearly a serious emerging trend.

Factors to consider in prioritizing encroachment pressures:

- How significant is the threat to the military mission?
- How quickly could it affect the mission?
- Is it driven by a timeline outside the military's control?
- How extensive or intensive will engagement mechanisms need to be?

**Identifying solutions.** Once the range of encroachment factors have been prioritized, possible solutions should be identified and assessed. There is no “one size fits all” fix, either for a specific problem or for a location. Outcomes to some encroachment threats are likely to harbor resource-demanding solutions whose costs may have to be borne by either the military, civil agencies, or both. At the same time, alternative solutions may have their own environmental, economic or social consequences that could cause unforeseen new problems. Examples of solutions include:

- Developing compatible use planning
- Establishing conservation easements or buffer zones
- Enhancing information exchange
- Adjusting time or location of military activity, *if* such adjustment would still allow for realistic training
- Modifying operations or installing new equipment (*e.g.*, if water is increasingly scarce, restrictions on its use can be instituted, conservation monitoring equipment could be installed, and/or new low-use water equipment could be purchased)

*Protecting endangered wildlife can bring diverse stakeholders together to pursue common or complementary actions, such as the joint purchase of land for conservation purposes, collaborative planning on current and future land use, and/or the creation of media products to highlight common objectives.*



**Outreach program.** Outreach is simply a planned, sustained two-way engagement with stakeholders, both internal and external to the organization. There are many ways to conduct this type of program, but the essential core element is identifying, creating and maintaining the *relationships* necessary to sustain, over the long term, the core mission of the organization. The stakeholder

matrix (from step 2) becomes the foundation for the outreach program and is critical to its success. A clear connection to the mission will be important to secure the leadership's willingness to allocate the resources necessary for conducting an outreach program. This is true for any organization, whether it be government, private industry, or an NGO. The key to conducting an effective outreach program is to identify the core issues for your organization that can benefit from working with partners, and to then match up those issues with the missions of internal and external stakeholders.

### ***Step 5: Program Implementation***

The objective in step 5 is to execute the Outreach Program, to obtain and organize the resources for such implementation, and to communicate—both internally and externally—what the Outreach Program intends to do. This step also includes participation in external planning and policy processes. It is important to recognize that, in many cases, a lot of work is already being done by the base and its personnel when interacting with the community, but these activities may not be fully coordinated or formally recognized as an “Outreach Program.” Thus, one important first step is simply to track such activities in a useful way, perhaps by including a line in the installation's daily situation report for anything that would qualify as outreach. The MST should also be involved in these discussions and coordination.

**Resources.** The three most valuable resources for an outreach program are time, staff, and money. One successful strategy is to use existing tools and programs (such as public affairs capabilities and environmental programs) to avoid “reinventing the wheel.”

One of the biggest challenges to recognizing and mitigating encroachment pressures of all types is to have suitably qualified staff (and perhaps even an organization) whose sole responsibility (ideally) is to monitor and evaluate what is happening off the installation, in the region, and nationally that may affect the mission either in the immediate or long term. This is most appropriately the Liaison Officer.

The true value of an outreach program is that it can actually save resources in the long run by creating opportunities to leverage resources and capabilities from multiple sources. There are simply not enough resources to reach out to everyone in today's

*Although an outreach program requires an up-front investment, the return on that investment can be significant.*

complex world; it is therefore necessary to find ways to focus and leverage resources from several areas to solve complex problems. Although an outreach program requires an up-front investment, the return on that investment can be significant. Among the requirements for ensuring success in this program are:

- Creating and executing training programs
- Participating in panels and working groups
- Developing and producing information materials
- Hosting events (such as base tours)

**Partnerships and Coalitions.** In order for outreach to be successful, the military leadership must fully appreciate that partnerships are essential to sustain the military missions and thus be willing to provide the resources needed to manage the outreach program. Partnerships do indeed yield a number of important benefits; they can:

- create relationships and ensure their continuity
- proactively address issues ideally before they become problems
- ensure military needs and challenges are understood
- build trust
- provide for collaborative problem-solving
- share technical knowledge and capacity
- leverage resources and skills

*Including local leaders in training exercises can be a powerful tool for understanding military needs as well as community concerns.*



*US Marines practicing Non-Combatant Evacuation Operations at area High Schools in Yuma, Arizona in partnership with the community.*

In contrast, coalitions represent an alliance of independent organizations, potentially with diverse or even conflicting purposes, who choose to work together temporarily or as a matter of convenience to advocate for a specific common interest.

**Communication.** An effective communication approach includes identifying what issue you want to communicate and to whom, what information is to be provided and sought, and how best to do this. Some of the tools for doing this are described in the section “Outreach Tools.”

### ***Step 6: Checking and Adjusting***

Step 6 assesses and evaluates the progress being made by the Outreach Program, whether using normative or other criteria, and what adjustments might be necessary for improvement. The key to success will be to show steady progress. It should be cautioned, however, that this is not a process that shows results overnight. It takes time to build relationships, to identify issues/solutions, and to see change. But having patience to nurture these processes pays large dividends in due time.

To ensure success of the Outreach Program, it is critical to identify ways to periodically measure performance in meeting outreach objectives. Monitoring and measurement is important in order to:

- track performance
- identify trends for implementing predictive action
- verify achievement of objectives and targets
- update procedural control measures

### ***Step 7: Program Review***

This final step in creating the Outreach Program involves reviewing the overall program and system elements with the Commander, to determine whether the program’s goals and objectives have been met, to make any necessary adjustments to the program, and to renew the leadership’s commitment to the program. As such, it creates a feedback circle to help improve the program as needed. At this stage, the inputs of the stakeholders will also be incorporated, with an emphasis on transparency so that the stakeholders have an adequate appreciation for and involvement in the process.

## **PRINCIPLES FOR SUCCESSFUL OUTREACH**

Long-term relationships must be based on open communication; having mutual trust, understanding, and respect; and identifying common ground. There are several essential principles and rules of engagement that an organization must appreciate to be successful in outreach:

- **Be proactive.** Bad news does not get better with time. If you inform stakeholders as soon as possible, it will help maintain your credibility with them. Moreover, when you tell your own story, *you* control the tone.
- **Build Trust.** If there is no trust, there is no credibility for your issues. Trust is built on long-term relationships, developed over time, not when you need someone’s help. You do this by meeting face-to-face rather than solely through emails or phone conversations.
- **Each party needs to be committed,** believing that the relationship is worth spending energy to maintain and promote. This is not a one-time event, but a continuous process that must last over time.
- **Be transparent.** Be open and honest about your issues and why you desire to develop a relationship or a partnership with that person or organization. Look for “mutual benefits”—put yourself in the other person’s place and think what they may need from you.
- **Show respect.** It is important to respect others’ cultures, customs, and languages.

## OUTREACH TOOLS

### *Importance of Communication*

The main tool for the outreach program is communication. This communication can take different forms, which can be grouped into activities that involve personal interactions and those that create specific products. All of these should involve to varying degrees the liaison officer, the public relations officer, and the installation commander. One example of each is described in more detail, below.

Among the tools that involve personal interactions are:

- Meetings of the commander with local community groups
- Interviews on radio and television
- Site visits, whether related to a specific issue or as a general “open house” where the public is invited to visit the base and learn about what the military does

Among the tools that create specific products are:

- Brochures
- Press releases
- Maps

An effective communication approach includes identifying what issue you want to communicate and to whom, what information is to be provided and sought, and how to do this. Communication can be on a specific issue (e.g., plans for a high-rise

*Effective communication in various forms is essential to success.*

structure that will impact flight paths or a fuel spill on base that has a migratory path potentially impacting the community). There is also day-to-day communication, which includes (a) general interactions with stakeholders in order to keep abreast of current and planned activities and maintain the relationships you have developed, and (b) those that pertain specifically to the installation's activities to enhance the public's understanding of what the military is doing and why.

### *Offering Site Visits*

If a picture is worth a thousand words, a site visit can be worth its weight in gold. By bringing stakeholders onto the base and showing them what you must do for training and why, what is being done to protect the environment, and how you are trying to address both of these requirements to the best of your ability, you create a powerful message that can win over many skeptics. There are admittedly challenges in organizing such visits for non-military personnel: there can be difficulties in allowing base access, particularly in today's heightened security environment; the time it takes to arrange and execute the visits can be significant; and finding the right balance of messages you want to convey may take some time and practice. Nevertheless, base visits have repeatedly demonstrated that the pay-off far exceeds the costs. The guidebook from which this primer is drawn suggests some of the things to consider when preparing for a site visit, such as who to invite, who to involve at the base, how to structure the program, etc.

*A visit in 2006 by members of the Sierra Club to Kaneohe Marine Corps base in Hawaii resulted in a very positive write-up about the environmental protection efforts at the base.*



*“Range Tours allow the two communities to see the same ground through the lens of the other, engage in dialogue at the facility, and explore new visions for protecting wildlife and native plant habitat while balancing the training demands of our nation’s military. The Range Tours facilitate a forum for talking to each other and working towards mutual goals.”*

*—Sierra Club’s Senior Washington DC Lands Director*

## *Mapping Tools*

Maps are a useful tool both for helping the military internally visualize the challenges it is facing and for helping the military communicate with the external community. Maps offer a common language which communicates competing or conflicting interests or mutual benefits or concerns. They should be used to depict not only what is happening on the base but also in the surrounding community. Having this information available electronically further enhances this tool. The use of Geographic Information System (GIS)-based maps that are simple to use and accessible on personal computers are a very effective tool, but can be costly to obtain and operate. From an internal military perspective, the first important step is to figure out what information needs to be conveyed to the decision maker so that s/he understands the problem. This will then determine what information the maps need to provide.

## **RESULTS AND BENEFITS OF OUTREACH**

Effective engagement among the military, governmental officials at all levels, and other appropriate stakeholders can result in cohesive, mutually beneficial programs and planning. These relationships facilitate what is best for all who are affected. In short, outreach provides the opportunity for win-win solutions.

The benefits of an outreach program can include:

- **Finding compatible land, air, and water resource uses.** This includes the preservation of open spaces and working lands, which can not only help buffer military operations from a community, but also protect valuable natural resources such as habitats and endangered species.
- **Enhancing governance.** Establishing contacts and cooperation among the stakeholders helps manage expectations and work out differences of opinion before they become major impediments.
- **Improving brand image.** Greater public confidence and trust in the military, engendered by outreach, can improve the overall public perception and attitude toward the military (its “brand image”) and lead to increased support for its operations.
- **Saving time and money.** By pooling resources to reach a common objective, all participants can reap savings.

Above all, an effective outreach program helps ensure mission sustainability.

This primer is one of a series designed in cooperation with DoD's Range Sustainment Initiative. The primer series includes:

- Working with Local Governments: A Practical Guide for Installations
- Understanding and Coordinating with Military Installations: A Resource Guide for Local Governments
- Collaborative Land Use Planning: A Guide for Military Installations and Local Governments
- Working with Land Trusts: A Guide for Military Installations and Land Trusts
- Working with State Legislators: A Guide for Military Installations and State Legislators
- Commander's Guide to Community Involvement
- Working with Developers: A Primer for Military Installation Commanders and their Staffs
- Working with Regional Councils: A Guide for Installations

These primers are available online at

<https://www.denix.osd.mil/portal/page/portal/SustainableRangeInitiative/Tools/Primers>

To obtain hard copies or for more information, contact:

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The full length Guidebook on Outreach for Mission Sustainability is available at: [www.denix.osd.mil](http://www.denix.osd.mil) under the References section of the International toolbar.



